FOUNDATION FOR RURAL DEVELOPMENT

بنیاد انکشاف دهات – دکلیو دپراختیا بنسټ

A SHORT INTRODUCTION
to

FOUNDATION FOR RURAL DEVELOPMENT
&
RURAL DEVELOPMENT CENTERS



A PROGRAMME SUPPORTED BY COORDINATION OF AFGAN RELIEF - CoAR

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ACKNOWLEDGMENTS

The Foundation for Rural Development can contribute in a modest but original way to propose a more effective model for the rehabilitation and development of rural Afghanistan.

This model could not have been developed without the managers and field officers of CoAR, who have worked over the last years in difficult conditions to build up Rural Development Centers.

Similarly, the continuing support of our partners and funders has been indispensable to the success of our undertaking.

Our thanks go to all of them.

INTRODUCTION

The Foundation for Rural Development is the logical outcome of the initiative taken by a group of Afghans when they created Coordination of Afghan Relief (CoAR) at the end of 1989.

By launching CoAR, it was hoped to contribute to the reconstruction of Afghanistan.

By adopting the strategy of placing centers for integrated programs along an economical axis, CoAR hoped to minimize risks and costs and to maximize control of aid given.
Budgets allocated to CoAR increased regulary, and this allowed the growth of centers as a focus for rehabilitation which should spread out to several surrounding districts.

The managers of CoAR were keen to ensure the survival of these centers and to go beyond the conditions which obtained at their inception (aid for reconstructing Afghanistan funded from Peshawar between 1989 and 1992), and therefore they early decided to set up two organizations to follow up the project in free Afghanistan.

The central organization is the Foundation for Rural Development (F.R.D.), which was planned in 1991 and set up in October 1991 at Moqur ,Ghazni province, and started work in 1992, in order to ensure the follow up of integrated rehabilitation projects as carried out by CoAR.

I. SUMMING UP THREE YEARS' WORK

On balance, the three years of existence has been largely positive. CoAR's work and budget have progressed continuously, which has allowed us to build up a solid organization and to develop its work from distributing inputs for reconstruction to producing services for long-term rehabilitation and development.

I.1. SUMMING UP THREE YEARS' WORK

1. A constantly augmenting budget
In 1989, CoAR had a budget of 1,000 $US given by the Norwegian Afghanistan Committee (N.A.C.)
Since then, CoAR has witnessed a regular increase in its budget:
1990 : 300,000 US $
1991 : 500,000 US $
1992 : 570,000 US $ of which 500,000 were for F.R.D. and 45,000 US $ were for A.A.E.C.(Afghan Agriculture Experimental Center, see further presentation).
For 1993, the budget foreseen by CoAR for F.R.D. alone is 650,000 US $.
Funding sources: the main funding source has been IRC-RAP.
SV (Netherland Refugee Foundation), NAC (Norwegian Afghanistan Committee) as well as UNDP have contributed to our funding.
This increase is all the more significant as CoAR began in 1990 a program of Food for Work with constantly growing resources*
1990 : 300 MT wheat
1991 : 2400 MT wheat
1992 : 2700 MT wheat
Funding source: WFP

Lastly, CoAR received many donations in kind, especially from F.A.O, such as selected wheat, fertilizers, threshers, etc.

2. An organization gradually acquiring a firmer structure
The organization set up step by step by CoAR has regulary increased its staff :
30 employees in 1990
70 employees in 1991
110 employees in 1992.

For 1993, the number of employees should remain stable, on-going training being prioritized.

* *The way in which CoAR built up and implemented its food for work strategy has been fully explained in "Food for Work 1991" CoAR, January 1992*

CoAR is organized on three levels.

Level 1 -CoAR main office in Peshawar-, with two major areas of work:
- maintaining contacts with funders and institutional partners,
- organizing accountancy, administration, logistics and monitoring,
- staff: 15

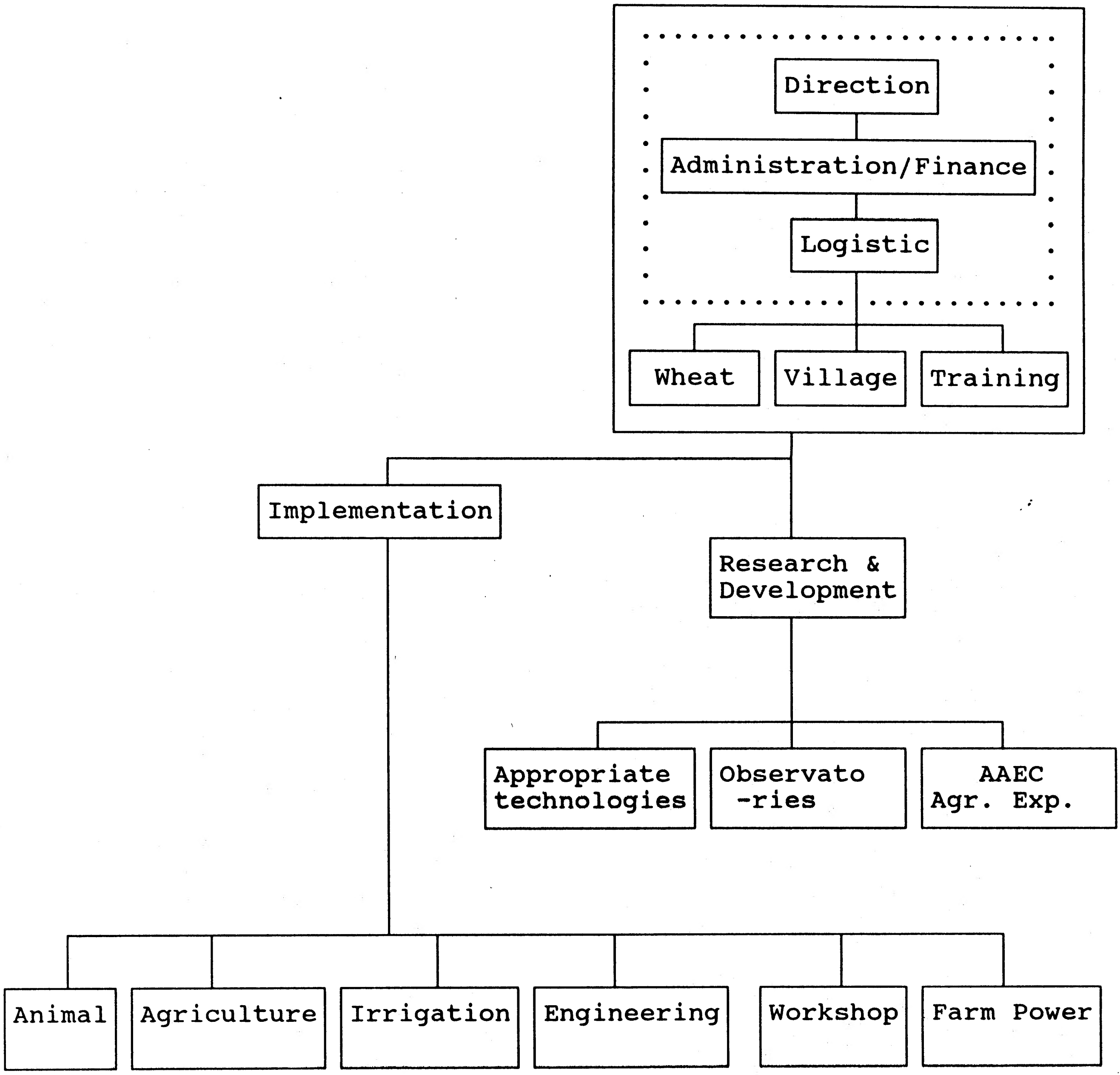
Level 2 -technical departments, agriculture, engineering and training- : they prepare projects in Peshawar, recruit consultants to oversee implementation and train personnel. Staff: 15 in Peshawar and/or in Afghanistan.

Level 3 -locally recruited staff employed by the RDC-
Staff: 40 per center.

3. Distribution of the inputs is carried out by the RDC
All in-country programs in Afghanistan have been implemented by centers organized as in the organigram given below.

The constant growth in the number and size of departments, budgets and staff are a sign of the RDC's evolving work over the last three years. Aid has evolved from being a distribution of financial inputs to help restore production capacity to being a provision of extension and outreach services to help improve production capacity.
The growing importance of the Research and Development department, launched in 1992, is also worth pointing out. Its role is crucial, for it has to test appropriate technology and carry out systematic data-gathering and data-analysis in order to determine the RDCs' future priorities.

RURAL DEVELOPMENT CENTER ORGANIGRAM (PLANNING 1992-93)



I.2 EVOLUTION OF DIFFERENT PROGRAMS

1. Restoration of irrigation capacity initially prioritized.
When CoAR started up in 1989/1990, the prospect of immediate and large-scale refugee return led to a general agreement to give fondamental priority to restoring irrigation capacity.
Foremost among these priorities was the restoration of karezes, traditional underground water channels, whose importance in semi-desert areas lacking any notable river system must not be underestimated.

From 1990 to 1992, CoAR repaired a number of karezes as following:

	Project Area No1	Project Area No2
1990	0	20
1991	60	120
1992	80	100

That is, a total of 380 karezes over three years.

The relative importance of irrigation in CoAR's work has decreased steadily from 50% in 1990 to less than 20% in 1992.
Since 1992, priority was given to improving irrigation systems, including karezes, rather then simply repairing the existing karez system.

2. Mechanization of agriculture given continuing priority
From the start, CoAR has paid great attention to problems of insufficient farm power in the countryside and has supplied its centers with tractors and other agricultural machinery. By the end of 1992, CoAR was running 18 tractors in the 8 districts were it was working. These tractors have been run by a separate department, and in 1992 generated half the profits of the centers, after deduction of running costs.
The two RDCs coordinated by F.R.D. should be running 25 tractors by the end of 1993 as well as a dozen threshers.

This program of agricultural mechanization should help:
- to bring back agriculture in the project area to its pre-war level, in terms of areas cultivated.
- to generate profits which will allow the centers to become self-financing.

The development of the agriculture mechanization department of each center will remain a priority for 1993.

3. Developing horticultural activities
It is generally agreed that Afghanistan agriculture has a great potential for producing fruit. In 1991, CoAR launched two types of programs in this area:

- fruit tree distribution, mainly apple trees.

	Project Area No1	Project Area No2
1991	7,000	7,000
1992	10,000	10,000
1993(ongoing)	12,000	12,000

- Establishing fruit tree nurseries

CoAR established 5 fruit tree nurseries, two in 1991 and three in 1992. The distribution of fruit trees and especially the establishing of fruit tree nurseries will remain priorities for 1993.

4. Development of animal production support programs
Animal production support program started up only in 1992, with:
- a pilot bee-keeping project
- a pilot chick-breeding project
- a pilot supplementary feeding project for large and small ruminants

Animal production support programs are a top priority for 1993 with two parts:
1. An animal production support program carrying on from the pilot projects launched in 1992.
2. A veterinary program.

5. Rural engineering
Engineering has become an increasingly important part of the budget between 1990 and 1992. Starting in 1991 with some 20% of the budget, engineering accounted for 40% of credits in 1992, with two main areas of work:
- repairing minor roads crossing project areas, with 5 work-sites in 1992
- community building, i.e. RDCs and their annexes, schools, mosques...

Priority will be given in 1993, apart from building RDCs, to small scale village engineering, water management, bridges, etc

6. Research and Development: a departement of growing importance

The Research and Development department launched in 1992 still has a limited budget but should nevertheless:
- try out appropriate technologies developed by specialized agencies and also research optimum conditions for their use in project areas
- carry out agricultural experiments in the project areas as planned by A.A.E.C.
- set up various observation posts to acquire a deeper and more systematic knowledge of these project areas.

1. Testing appropriate technology
In 1992, the first practical tests of appropriate technology were carried out with a study of solar ovens. These tests will be continued in 1993 and will be extended to other sectors.

2. Supporting agricultural experiments
As already mentioned, the RDCs have had and will continue to have a fundamental role in carrying out agricultural experiments planned by A.A.E.C.

3. Setting up observation posts
At the beginning of 1993, observation posts were set up in each center to keep track of economic and meteorological developments.

7. Technical consultancies for other NGOs
CoAR has undertaken a number of technical consultancies.
These technical consultancies, when CoAR was just starting up, made funding available to develop the engineering department,1990, and then the launching the A.A.E.C. in 1991.

In 1990, CoAR constructed a clinic in Wardak and from 1990 to 1993 a hospital in Logar for Europeen NGOs ; these were interesting experiments in working in the field with other NGOs.

However, the particular constraints of this type of work does not allow one to increase the number of such projects.

II. 1989- 1993 FROM CoAR TO THE FOUNDATION FOR RURAL DEVELOPMENT (F.R.D.)

When CoAR was created, two administrative centers were set up along the Kabul-Kandahar highway ; from there, the projects were carried out and gradually expanded. CoAR was anxious to ensure long term follow up of these projects and therefore in 1991 launched two new organizations, F.R.D. and A.A.E.C. whose development was marked by the Moqur conference (October 1991) and by the Sayedabad conference (October 1992).

II.1. FIRST STEPS

From the beginning, CoAR's policy has been characterized by the refusal to broadcast disparate aid and by the will to control any aid given.

This explains why CoAR, from the start, adopted the following principles:
- to centralize the projects on one economic axis,
- to create centers allowing an integrated approach to aid distribution,
- to set up strict administrative control mechanisms

CoAR's programs are centered on the Kabul-Kandahar highway
CoAR has concentrated its work on a major economical axis, the Kabul-Kandahar highway. Two centers were created right at the beginning, one in 1989 at Moqur in Ghazni province, and the other in 1990 at Sayedabad in Wardak province.
These centers have progressively expanded their project areas and were able after two years, to service 4 districts each.
The decision to concentrate activities on one economic axis was based on two arguments:
- to achieve maximum economic impact on an axis which was already a real economic unit in its own right,
- to achieve economies of scale for logistics.

The need to integrate aid
At the time when CoAR was launched, aid to Afghanistan was marked by the tendency of NGOs to sectoral specialization which led to higher costs, especially in logistics, and turned out to be awkward to implement and almost impossible to monitor.
Right from the start, CoAR adopted another policy. The two centers set up in Ghazni and Wardak provinces were the basis from which CoAR implemented programs which have gradually expanded, as it were, by capillary action. This integrated approach was supposed to allow a better implementation with lower costs.
Morever, this integrated approach was in line with the initial intention of insuring maximum control of aid given to the population.

Strict administrative control
Administrative control has been one of the major preocupations of the founders of CoAR. In each project area, priority was given to the creation of an administrative center ; these were to carry out, before any distribution of inputs, and sometimes over a fairly long period, socio-economic surveys as well as to set up in-depth contacts with local authorities and to establish program priorities.
Therafter, during project implementation, the centers were to supervise all activities and control all administration and accountancy.
It was symbolic that the first budget accorded to CoAR, worth one thousand dollars, was used not to start up an aid program bu rather to set up a small administrative center in the Moqur bazaar.
Since then, CoAR's policy has continued to emphasize the preeminent role of administrative centers, the rigor of administrative control and the importance of internal monitoring.
On the basis of these three principles, CoAR started in 1990 to develop its organizational capacities, to raise funds, to set up technical departments and gradually to expand its project areas.

II.2 F.R.D. and A.A.E.C.

Practical difficulties encountered during rehabilitation project implementation and the relative scarcity of the resources led CoAR in 1991 to limit any further expansion of its project area and rather to concentrate on upgrading existing projects.
On the other hand, agronomic trials set up at the same period together with extension and demonstration have turned out to be relatively easy to implement and extend, because of the small scale of the financial inputs required.

It is therefore clear why CoAR decided to created two organizations, one to administer rehabilitation programs in a limited geographical area, the other to oversee the geographical expansion of agronomic trials.

The organization responsible for administering rehabilitation programs was called F.R.D. and organization responsible for overseing agricultural research project was called A.A.E.C.

Foundation for Rural Development (F.R.D.)
The Foundation for Rural Development was to take over responsibilities for CoAR projects in the 8 districts where rehabilitation work had already been undertaken.

F.R.D.'s practical aims were:
1. In the short term, to coordinate in the field the work of the various centers set up by CoAR
2. In the mid term, to improve methods and to guide the centers towards a more carefully worked out strategy of rehabilitation.
3. In the long term, F.R.D. was to take over responsibility for maintaining contacts with institutional partners and funders.

The creation of F.R.D. was officially announced at the Moqur conference organized by CoAR in October 1991.

Afghan Agriculture Experimental Center (A.A.E.C.)
The Afghan Agriculture Experimental Center (A.A.E.C.) was established by CoAR in August 1991 as an organization capable of extending to other fields and expanding to other regions the wheat and fertilizer trials first set up in autumn 1991.

The practical aims of A.A.E.C. were:
1. to complete the 1991/1992 wheat and fertilizer trials and to prepare for subsequent expansion of these trials to other regions,
2. to extend the field of research gradually to other agricultural sectors, especially horticulture,
3. to attract the contribution of other NGOs. From the start, AFRANE, a French NGO, has been associated with the project.

From 1991 to 1993, F.R.D. and A.A.E.C. coexisted with CoAR, while practical orientations gradually became more clearly defined.
The Moqur conference, October 1991, and the Sayedabad conference, October 1992, were the two decisive steps in this evolution.

II.3 FROM THE MOQUR CONFERENCE TO THE SAYEDABAD CONFERENCE

These two conferences were important stages in the development of F.R.D and A.A.E.C.
The Moqur conference, October 1991, witnessed the creation of F.R.D. and also the first public appearance of A.A.E.C..
The Sayedabad conference, October 1992, underlined the continuing and long term nature of the program as well as :
- laying the basis of F.R.D.'s activities by setting up rural development centers,
- demonstrating the viability of A.A.E.C., whose programs were to expand in 1993.

The Moqur conference
The Moqur conference was organized at Moqur, Ghazni province, in October 1991 with the following aims:
1. To launch the brand new A.A.E.C. The conference marked the completion of the first campaign of wheat-seed trials carried out in Logar, Wardak and Ghazni provinces in the autumn 1991. The most notable contributions were later included in a special publication*.
2. To set up F.R.D. inside Afghanistan.
3. To introduce CoAR's pilot project in Moqur to the large number of field managers and field officers of different NGOs gathered together in Moqur and to discuss with them prospects for the rehabilitation of rural Afghanistan.

40 field officers and managers from 5 NGOs based mainly in Ghazni, Logar and Wardak provinces took part in the conference.

The Sayedabad conference

* *"Wheat-seed and fertilizer experimentation, Extracts from Moqur conference, A Handbook for field officers", AAEC, Nov.1992*

A second conference was organized a year later in Sayedabad in order to publicize our continuing work in an environment where conditions had profundly changed. The aims were as follow:

1. to complete A.A.E.C.'s second campaign of wheat-seed and fertilizer trials which was spread over 20 districts and five provinces, which made A.A.E.C. one of the prime non-governmental wheat research center in Afghanistan.

Some of the most notable contribution to the conference made by guests from FAO and A.A.E.C. will be included in a forthcoming publication.

2. to determine the implementation strategy of F.R.D. and to announce the official launching of the first two rural development centers which were to be supervised by F.R.D.: Shash Qala Rural Development Center in Sayedabad and Bakhtawar Shaheed Rural Development Center in Moqur.

3. To encourage the field officers and field managers present at the conference to discuss rural development and evaluate the achievements of Shash Qala Rural Development Center, which was hosting the conference.

The conference took place between the 24th and the 26th of October 1992, and gathered some 70 field officers and managers belonging to 8 NGOs, who came from Logar, Ghazni, Wardak, Paktya and Farah provinces.

A the end of the Sayedabad conference, the Shash Qala Rural Development Center, invited F.R.D. to install itself temporarily at the R.D.C. accomodation ; from thére, F.R.D. has already begun to coordinate the work of the R.D.Cs.

III. TOWARDS RURAL DEVELOPMENT CENTERS

The decision to opt for integrated program stemmed, as we have seen, from logistical and security concerns ; It also led to considerable economies of scale. This policy came to be the very basis of our work.
This evolution was characterized by the change from administrive centers set up by CoAR in 1990 to Rural Development Center coordinated by F.R.D in 1992.

III.1 INTEGRATING THE PROGRAMS

CoAR's policy of integrated programs was in accord with the unique features of the rural environment in Afghanistan in the late 1980s.

Unique features of the rural environment
As mentioned in the report published by CoAR in January 1991* "the main task for Coordination of Afghan Relief is to prove itself capable of overcoming the following constraints: namely, extreme social fragmentation, the lack of effective mechanisms of collective decision-making and decision-implementation".
The war has indeed caused extreme social fragmentation which, added to the collapse of the State's administrative structures in the countryside, is a major reason for the failure of many NGOs to plan, carry out or monitor rehabilitation programs in rural Afghanistan.
These various constraints were reason enough to set up strong regional centers, whose initial role was to gather as detailed knowledge as possible of local social conditions, and thereby to lay the ground work for various technical programs. During implementation, these centers were also made responsible for centralizing communication and logistics.

" In conclusion, the fragmentation of Afghan society, the difficulties of enforcing collective decision and the problems of communication in Afghanistan, all necessitate the creation of a centralized decision implementing apparatus. The Regional Center is the corner stone around which CoAR articulated its action in the project areas." **
In summary, one can say that these regional centers were determining factors in the reduction of risks and costs and thereby in the success of CoAR's projects.

Multiplicatory effect of integrating programs
It soon became clear that the integrated rehabilitation program under the auspices of an administrative center was to have a multiplicatory effect, thanks to:
- economies of scale achieved, as mentioned above
- dynamic cooperation between different programs
- benefits to each individual program from the considerable social impact of the project as a whole.

We have already mentioned economies of scale achieved for logistics ; equally evident are the benefits of dynamic cooperation achieved through integrated programs.

* *Kareze cleaning in Moqur, CoAR, Peshawar, 1991*
** *See previous note.*

Thus, for example, the selected wheat-seed and fertilizer trials set up in autumn 1992 by A.A.E.C. would have been practically impossible and certainly much more expensive without the support given by the R.D.Cs.
Dynamic cooperation has spread throughout the sphere of activities : the agronomists of each R.D.C. take active part in the A.A.E.C. trials, the engineers supervise experiments with appropriate technology, and both engineers and agronomists help to train field officers.
The RDC's organization increasingly relies on such dynamic cooperation (Cf organigram p.10).
The last and probably most important advantage of integrated program is that each activity benefits from a high degree of social acceptance of the project as a whole.
Considerable financial inputs are distributed by certain programs, which helps pursuade the local population to accept research and experiment work for which they usually have little interest. Some programs are also, by definition, linked to property -aid to irrigation and farm power- therefore other programs have been addressed as a priority to the poorer social categories -e.g. chicken distribution-.
In summary, the integrating of programs has had a multiplicatory effect both on the financial as welll as the social level.

Integration : the key to development
It has become increasingly clear that, as well as these three multiplicatory effect, integrated activities under the auspices of an effective administrative center could be a real catalyst for the process of rural development in the villages serviced by the center.
Quite apart from the positive impact of distributing inputs, the center's very presence was positive in itself. It soon became clear that the staff were not only transferring financial and material inputs to the local community but were also carrying out real "transfers of technology"* to the local population.
Indeed, the center soon showed itself to be an exceptional "community development activator"*. The staff, including administration, is largely recruited locally and it is the local field officers who channel technical consultants' contacts with the population.
The center's staff are very close to the population and the project are of a good technical standard and this has fostered an exceptional degree of confidence and trust between the center and the villages it serves.
The centers heve been redesigned during 1991in light of this realities.**

Each regional center must consist in:
- an internal and external training department
- a research and extension department
- various departments for distributing inputs.

The center is thus organized around a simple idea:
external activators -engineers, agronomists, trainers- should ensure the good technical running of the project, thus allowing internal activators -field officers- to be more effective in their work with local communities. The quality of relationships between the field officers and the local community is now the heart of RDC's stategy and future.

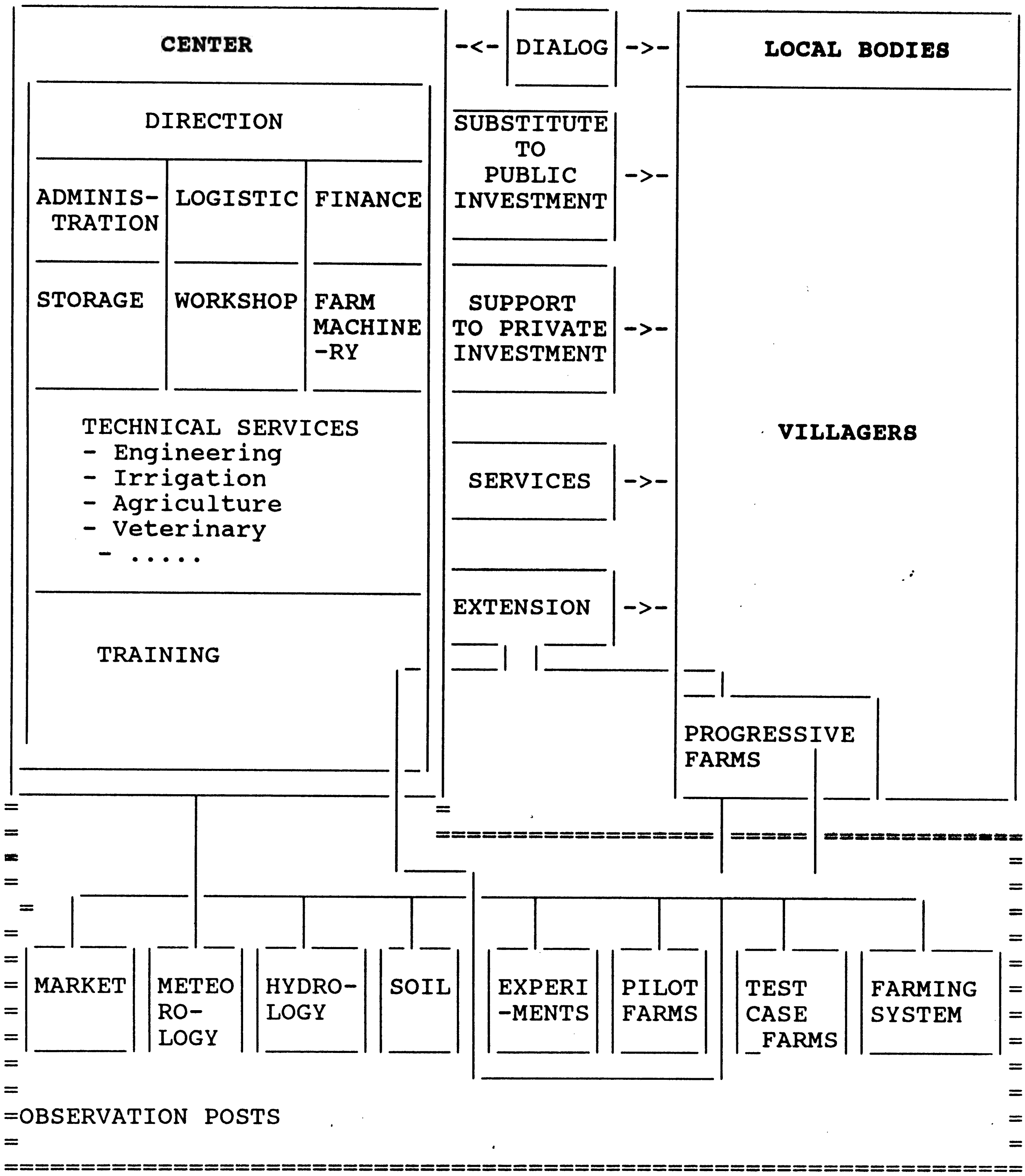
The RDC organigram (cf p.10) reflects this concerns.

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* *For further details, see Faulkner and Albertson, 1986 and "village development, a proposal for a pilot project" by Albertson and Shinn, 1991.*

** *Among advices received that of M.L. Albertson was especially valuable.*

ORGANISATION OF CoARS PROJECT AREA CENTER IN 1991-1992



III.2. RURAL DEVELOPMENT CENTERS

The rural development centers which have emerged from three years work experience have been defined with increasing clarity during 1992.
They must be original and well-adapted tools for the development of rural areas in an exceedingly difficult context. At the Sayedabad conference, three objectives were determined for these centers:
- to increase their cost/benefit ratio
- to increase their sustainability
- to increase their impact among less favoured groups.

1. To increase the cost/benefit ratio of RDCs
The better cost/benefit ratio would have to be achieved by:
1. a more efficient organization of the different departments in the center
2. increased local community participation in projects funded by the center (RDC)
3. Among the center's other works, priority should be given to income-generating activities.

1. The RDC's will in the course of 1993 be structured around three principal departments:
- agriculture, which will remain the priority. However, outreach and extension will be given more importance than financial inputs.
- engineering, where work will be redirected towards small scale village engineering with a higher degree of participation by the local community.
- training, which will be strengthened and developed both for RDC employees and for the community.

2. increased local community participation in projects funded by the center (RDC)
This increased participation by the local community will be achieved by:
- sharp decrease in the subsidy of goods distributed by the center
- regular financial and material participation by the community in the framework of "contracts with community"

3. Priority given to income-generating activities of RDCs.
The development of income-generating activities, such as renting out tractors, is one of the key elements which should enable the project to become self-financing in the mid term.
The center's work has been redirected since 1992 towards potentially profit-making activities, and this will continue in 1993.

Profits thus made will be placed with the credit agency.

2. Organizing a credit agency
At the end of 1992, profits from different centers, once running costs had been deducted, were consolidated into a positive cash-flow as start-up for each RDC's credit agency.
Funds gathered should help to:
- create an investment savings fund,
- grant loans to individuals or local groups,
- to fund welfare activities (up to 25% of cash flow).

At the end of 1992, the two credit agencies had funds of 10,000$ US for Shash Qala RDC and 5,000$ US for Bakhtawar Shaheed RDC.
The creation of this cash-flow will be a key element in starting up activities of a social welfare nature, which is the first priority for 1993.

3. Increasing the activities of the welfare center
The activities of the rural development center are in the first place agricultural and economic, therefore less favoured groups, like women, widows, children, have hardly till now benefited directly from inputs supplied by the center. Theses groups will henceforth be a priority for RDCs.
It was therefore decided to open a welfare center in each RDC, to ensure positive discrimination in favour of less favoured groups.

Priority areas of work have been defined as follows:
- women: health
- children: health and primary education
- widows: material inputs and income-generating.

A pilot project for Expanded Program for Immunization (EPI) was launched in Sayedabad at the end of 1992 thanks to an agreement reached between CoAR and AVICEN on the funding and implementation of EPI activities south of Sayedabad.
Vaccination will be funded in part by the Shash Qala RDC credit agency, which will meet running costs and by AVICEN which will supply equipment and vaccines.
Vaccination will be carried out by a team of vaccinators employed by the Shash Qala RDC, trained and supervised by AVICEN.
One of the top priorities for 1993 will be to organize effective welfare center with or without partnership agreement, and partly funded by the Credit Agencies and local resources.

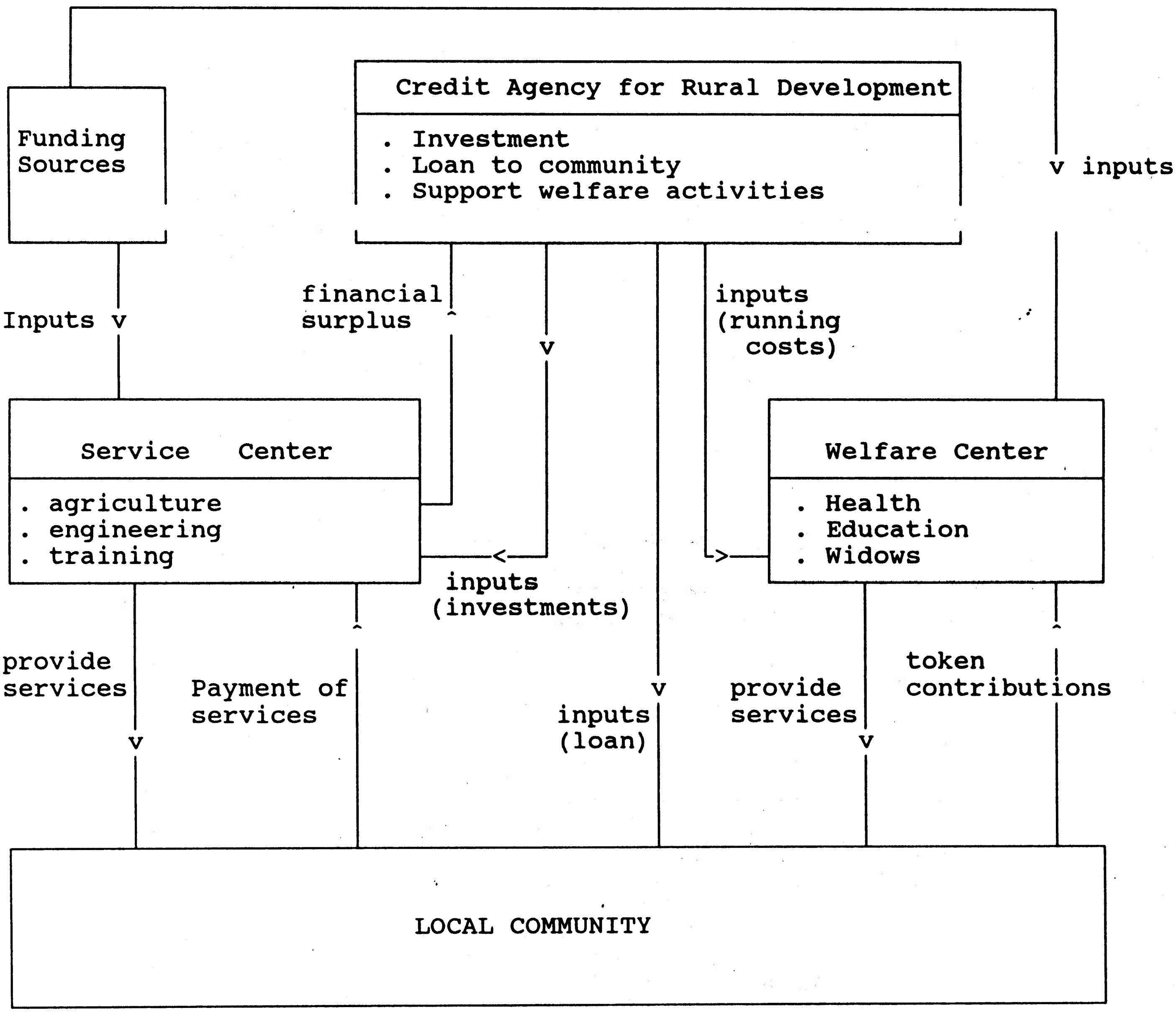
4. The Overall organigram of the RDCs, as shown on the following page, is a model which should be realized by the end of 1993.

It must be noted that the establishment of such a model will require:
- continuing considerable financial inputs
- technical cooperation by partners in those fields where CoAR has not been able to acquire its own skills.

FOUNDATION FOR RURAL DEVELOPMENT.

RURAL DEVELOPMENT CENTER

ORGANIGRAM
(PLANNING 1992-1993)



PROSPECTS

Prospects for 1993 must be considered in three parts.

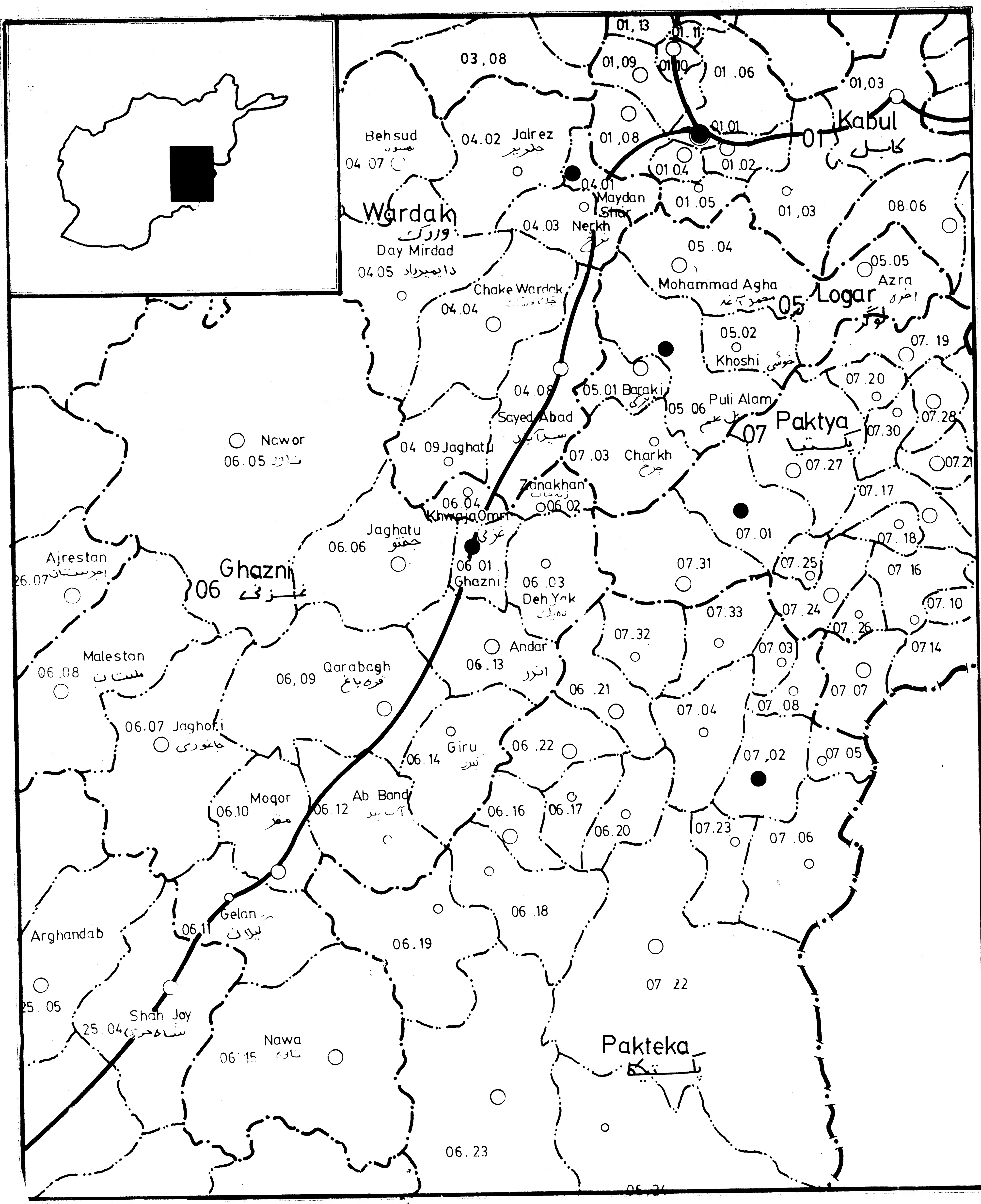
1. CoAR
Over the years, CoAR has built up a good reputation with its funders and institutional partners : this must be maintained.
CoAr's work will be:

a) the practical coordination of programs from Peshawar,including logistics, recruitment of executive staff etc
b) relations with funders and institutional partners and following up funding requests by F.R.D. and A.A.E.C.
c) If possible, to attract other partners, NGOs, research centers, who might be interested in participating in or financing certain parts of the work of F.R.D., A.A.E.C and RDCs.

2. F.R.D.
F.R.D. is for the moment temporarily housed at the Shash Qala RDC, but will set up in Kabul or in a major provincial town, as soon as conditions allow.
Its work will be:

a) to work out methods and strategies together with A.A.E.C.
b) to coordinate the work of the Rural Development Centers
c) at present, F.R.D. has no direct responsibility for research or financial management, which is carried out by CoAR. Nevertheless if circumstances require, F.R.D. could take on this work.

3. R.D.Cs
The Rural Development Centers coordinated by F.R.D. should be organized according to the plan outlined above.
As far as possible, new Rural Development Centers should be launched on the basis of comparable experiments by other NGOs.


Kabul
01
Wardak
Logar
05
Paktya
07
Ghazni
06
Pakteka
Behsud
Jalrez
Maydan Shar
Nerkh
Day Mirdad
Chake Wardak
Mohammad Agha
Azra
Khoshi
Baraki
Puli Alam
Sayed Abad
Jaghatu
Charkh
Zanakhan
Khwaja Omri
Nawor
Ajrestan
Malestan
Jaghori
Qarabagh
Andar
Deh Yak
Giru
Ab Band
Moqor
Gelan
Arghandab
Shah Joy
Nawa